

BC Soccer Completes 80 Percent of 2012-2015 Strategic Plan Objectives

Vancouver BC, March 14, 2016 – In 2012 BC Soccer announced the 2012-2015 Strategic Plan, it also published the 52 specific quantitative objectives which the association set to achieve the plan. The Strategic Plan and its specific quantified objectives, which has been a guiding light for the association over the last 3 fiscal years, were provided to the membership and made public as BC Soccer holds itself accountable for “doing what we said we would do”. As the plan progressed, 2 objectives were broken into 4 therefore bringing the total of Quantified Objectives to 54.

In March 2016, BC Soccer will announce its new Strategic Plan covering 2016-2019. The final duty with the 2012-15 Plan is to report on which objectives were achieved, which are in progress and which were not successfully completed.

BC Soccer is pleased to report that by March 2016:

- **39 of the 54 quantified outcomes for 2012-15 have been fully or substantially completed**
- **5 of the 54 are due to be completed later, or are not measurable, and**
- **10 of the 54 have not been achieved yet.**

“While we have not met all of our objectives, our success rate is 80 percent – we have achieved a great deal”, said Roger Barnes, BC Soccer President. “This achievement reflects how our members and their members across BC have adopted our vision and goals and worked hard to improve the quality of soccer for all players. Particularly noteworthy are the objectives in the “Support of Membership” and Competitions pillars, in which every measurable objective we set to better serve our members and their players was met. Our most important goals help improve the quality of soccer played in British Columbia. We are pleased that there has been good progress on technical development support of our grassroots clubs across BC, on adoption of Long Term Player Development, on Coach Education and in BC’s representation on Canada’s national teams.”

“Our 2016-2019 Strategic Plan builds on the achievements of the last four years, and strives to complete some of the outstanding objectives”, said Aiman El-Ramly, Chair of the Strategic Planning Committee. “Reflecting our members’ needs, and the goals of Canada Soccer and the BC Provincial Government (ViaSport), the new Strategic Plan has a strong emphasis on strategies to “Grow the Game” and to lead technical development over the next five years”.

Following is a list of all 54 objectives and outcomes for 2012-15 across the six “Strategic Direction” pillars. Note: some wording is shortened for ease of review.

OBJECTIVES FULLY MET, SUBSTANTIALLY MET OR ON-TRACK BY MARCH 2016

Support of Members

Objective 1 To improve members’ satisfaction with BC Soccer service - from 74% to 80% combined ‘good/excellent’

- Objective 2 To provide at least two additional best/good practice guides each year.
- Objective 3 To improve BC Soccer and member efficiency by introducing on-line forms for most major member service and governance needs
- Objective 4 To increase the proportion of members submitting administrative and financial information on time to 95%
- Objective 6 To introduce on-line reporting of members' players
- Objective 7 To replace the 2012 web-site to increase membership satisfaction with the site and communication
- Objective 8 To increase frequency of member communication, through newsletters (6/yr), phone and in-person visits to 6+regional groups/yr.

Competitions and Soccer Events

- Objective 1 To markedly improve the quality of presentation of Provincial Cups and soccer events at least one enhancement/year
- Objective 2 To solicit high quality hosting proposals and select hosts for each competition at least 15 months ahead of events.
- Objective 3 To develop and publish the host communities, competition formats and competition rules by September 1st each year.
- Objective 4 To increase media coverage of provincial competitions by traditional and online media.
- Objective 5 To review and potentially restructure Provincial competitions, youth and adult, Interior adult comps, cross-border and West Canada.
- Objective 6 To present or co-present soccer events for Under 9 to Under 12 age groups in at least four major regions
- Objective 7 To increase the frequency of BC members' clubs hosting National, Regional Competitions, from one in 2010-2012 to five in 2013-17
- Objective 8 To implement programming to take advantage of the opportunities of Canada hosting WWC 2015.

Financial and Organizational Management

- Objective 1 To review and update the three-year Strategic Plan annually.
- Objective 2 To develop annual operational plans and budgets to implement the strategic directions defined by the Board of Directors.
- Objective 3 To introduce a BCSA Strategic Plan for 2015-18
- Objective 4 To improve financial operational efficiency through use of modern practices and technology, including EFT
- Objective 6 To have adequate cash for comfortable Working Capital. \$300k minimum cash balance all year
- Objective 7 To generate annual net Income of 2% (~\$100k)+ until adequate contingency reserve fund built. Minimum \$650k CRF by 2017
- Objective 8 To ensure registration fees increases are limited. Increases to (normally) be less than 2% above inflation.

Objective 10 To initiate two new partner activities with like-minded organizations, including Whitecaps FC.

Objective 11 To purchase a suitable BC Soccer office facility.

Governance

Objective 2 To increase the proportion of clubs, districts, leagues and associations operating as registered societies to 75%

Objective 4 To manage all protests, appeals and discipline cases within specified timelines 95% of the time.

Objective 5 To review and update current BC Soccer Rules and Regulations

Objective 6 BC Soccer to accomplish 100% of admin., regulatory, reporting functions e.g. grant apps, Provincial Government, within specified timelines

Player and Coach Development

Objective 4 To institute programming and engagement re diversity of female and aboriginal players, volunteers, staff coaches and referees

Objective 5b To increase proportion of HP youth teams with a coach with "B National" certification to 90% by 2015

Objective 6 To increase the proportion of BC youth clubs engaged with the CSA Wellness to World Cup LTPD model to 95%

Objective 7 To increase number of BC technical support/staff visits to BC grassroots clubs /regions - 3 in-person visits per year

Objective 8 To enhance HP soccer programs under CSA direction, incl. WFC, BC HPP, BCHPL. Develop enhanced female HP program in 2014.

Objective 9 To increase proportion of Canada U17, 20, senior team players developed in BC from 12% in 2012, to 18% by 2017 and 20% by 2022

Objective 10 To develop a recommendation on "Tier 3" HP adult play in BC

Referee Development

Objective 3 Launch Grassroots Development Plan to maintain and develop support for referees at grassroots levels across BC

Objective 6 To hold bi-annual Head Referee education sessions

Objective 7 To feature stories promoting referee recruitment, dev. in BC Soccer and other media - 2+ stories per year

Objective 8a To increase the number of Referee Instructors (incl. above District class).
Instructors: From 27 in 2013 to 33 in 2015

OBJECTIVES DUE LATER OR ARE NOT MEASURABLE

Support of Members

Objective 5 To respond to all member and stakeholder enquiries and requests within three working days 95% of the time

Governance

Objective 1 To increase proportion of clubs, districts, leagues operating with “good/best practice” C&BL and financial accountability to 95%

Player and Coach Development

Objective 1 To increase the number of registered soccer players in BC. from 118,335 in 2012 to 124,000 by 2016 (5% in 4 years)

Objective 5a To increase the proportion of U6-12 youth teams with coach with coach education to 90% by 2016

Referee Development

Objective 1 To increase number of qualified BCSA registered referees. Registered # exc. SSG + 1.5% p.a. 2013/14 = 2,279 to 2016/7 = 2,382

OBJECTIVES NOT MET BY MARCH 2016

Financial and Organizational Management

Objective 5 To recruit, retain, motivate staff team. Staff survey results: Increase ‘very satisfied’ with BCSA from 46% to 75%

Objective 9 To increase commercial sponsorship for BC Soccer and its events from \$20,000 in 2012 to \$50,000 in 2015 (excl. apparel supplier)

Objective 12 To undertake a review of BC Soccer Financial Policies, Controls and Procedures and make appropriate amendments to policy

Governance

Objective 3 To complete recruitment and outreach to enhance diversity of Board to better represent, reflect BC soccer community



Player and Coach Development

- Objective 2 To increase the number of BC Soccer initiatives to attract new players, e.g., schools, community rec. Reach 3,000+ children/year
- Objective 3 To increase retention of players in soccer in teen years and transition to adult/masters soccer. Increase adult reg. by 8% 2012 to 2016.

Referee Development

- Objective 2 To increase the number of HP referees in BC. Regional: 2012 = 36 to 2015=70. Provincial: 2012= 25 in 2012 to 42 in 2015.
- Objective 4 To increase number of clubs/districts who have Head Referees/mentors from 80% in 2012 to 95% in 2015.
- Objective 5 To continue development of the Candidates program, participants from 75 (2012) to 140 in 2015, regional centres from 3 to 5
- Objective 8b To increase the number of Referee Assessors (including above District class). Assessors: From 60 in 2013 to 68 in 2015

About BC Soccer

BC Soccer is the provincial sport governing body responsible for the promotion and development of the game in British Columbia. It is the largest provincial sport organization (PSO) in BC and the third largest soccer specific PSO in Canada with over 150,000 participants. Our mission is to develop the game by inspiring British Columbians to lifelong active, inclusive and team play. As a professional not-for-profit society, BC Soccer is committed to providing the widest opportunities for our existing and potential participants, as well as provide support in the most effective and appropriate way for current players, parents, volunteers, member clubs, leagues and districts. We believe in the universal passion of our global game and the power it has to unite and motivate communities.

BC Soccer is comprised of more than 120,000 registered players, over 2,500 registered referees, and thousands of volunteer coaches, administrators and soccer leaders. Working with its member Youth Districts and Adult Leagues as well as their affiliate member clubs, BC Soccer operates under the guiding principles of Professional Leadership, Passionate Service and Progressive Collaboration. In managing its relationships throughout the larger soccer community, BC Soccer will promote the soccer values of authenticity, unity and integrity.